

ADMINISTRATIVE - INTERNAL USE ONLY

INSTRUCTION NO.
LI 20-21

LI 20-21
PERSONNEL
Revised 7 August 1974

SUBJECT: Preparation of Fitness Reports

1. Competitive evaluation exercises held during the past year for promotion, surplus, and annual ranking have again pointed out that many supervisors have not faced up to their responsibilities as fitness report rating and reviewing officers. There is still a tendency for excessive generalization, glossing over problem areas, or putting more emphasis on describing the job instead of the employee.

2. As an effort to have supervisors provide more direct input into these ranking exercises and to make fitness reports more meaningful, rating officials will now be required to comment on the performance categories of our competitive evaluation criteria listed below:

a. Quality/Performance: The degree to which an individual completes assignments at a professional level with minimal supervision and within constraints of time, assets, information, etc.

b. Self-Expression (Written and/or Oral): The effectiveness of the individual in expressing himself orally and in writing.

c. Use of Sound Judgment: The degree to which an individual, based on value judgment, makes sound recommendations and effective decisions.

d. Effectiveness In Interpersonal Relationships: The degree to which the individual successfully relates to, and works with, subordinates, peers, supervisors, and counterparts in other organizations.

e. Creativity: The degree to which the individual identifies, develops, and expresses innovative alternatives and solutions to problems.

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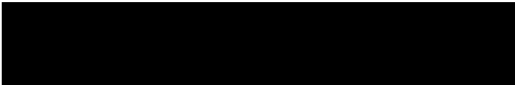
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f. Willingness to Accept Responsibility: The readiness with which an individual identifies a need, organizes, devises, and undertakes action.

3. Effective with the publication of the new criteria, all rating officials preparing fitness reports on grades GS-07 and above must include specific comments about these six categories. If the rating official does not provide comments, the reviewing official should either return the fitness report for additional information or make appropriate statements regarding these categories himself/herself. Branch, staff, and division chiefs are requested to closely monitor compliance with this request and should, as part of their managerial responsibility, return fitness reports when specific information has not been included.

STATINTL


MICHAEL J. MALANICK
Director of Logistics

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PERSONNEL
17 May 1973

SUBJECT: Preparation of Fitness Reports

1. Fitness reports are an important and intricate part of the personnel management system in this Agency and in our Career Service. Yet, during last year's ranking exercise, it became apparent in almost every Panel review that many fitness reports did not provide a really complete and accurate picture or evaluation of the employee. I, therefore, find it necessary to remind supervisors that they must rate their employees honestly and realistically, presenting a fair and documented evaluation which covers deficiencies as well as strengths. Supervisors cannot and should not gloss over weaknesses and sidestep any hint of unfavorable information. Every effort must be made to make the fitness report exercise a meaningful one, and supervisors must face up to their responsibilities for rating as well as maintaining a dialogue with employees concerning problem areas so that the employee will have the opportunity to correct any weak aspects of his or her overall performance.

2. In an effort to enhance the creditability and the quality of our OL fitness reports, the following steps are to be taken by raters, reviewers, and the OL/Personnel & Training Staff:

a. Rating officials should try to avoid excessive use of old stock words that have lost their value. Some adjectives in the positive form (i.e., motivated, dedicated, competent, experienced, capable, loyal, reliable, pleasant, willing, and conscientious) without examples have become trite and lost their effect in comparing one employee to another. Instead, I would suggest that the rating and reviewing officials key on the established criteria used by Panels in their ranking of employees as outlined in LI 20-20. More specifically, supervisors should address themselves to the following points, where applicable, when completing fitness reports:

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- (1) Quality of Work
- (2) Quantity of Work
- (3) Ability to Meet Deadlines
- (4) Ability to Implement Instructions
- (5) Clarity of Written Expression
- (6) Clarity of Oral Expression
- (7) Effectiveness in Organizing
- (8) Supervisory Ability
- (9) Willingness to Accept Responsibilities
- (10) Evidence of Self-Improvement

b. Reviewing officials are encouraged to use their own discretion to determine whether they would like to show their comments to the employee, particularly in cases where it will improve communications between the employee and the second-line supervisor. In cases where there is a substantial disagreement between the rating and reviewing official, this evaluation should be discussed with the employee and a statement to that effect included in the report.

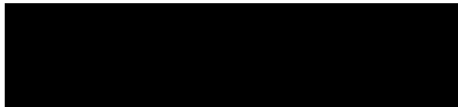
c. Finally, fitness reports based only on general laudatory statements about an employee, without specific details or accurate descriptions of the performance of the employee, are meaningless. I am, therefore, asking the Personnel & Training Staff, OL, to review all fitness reports to identify any that are considered too general, lacking in content, or do not provide a clear description of the employee. In such cases the division chief will be requested to assure additional information is prepared providing a better and more meaningful evaluation of an employee's ability and performance.

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3. I would ask that each supervisor take particular effort in the coming months in preparing clear, informative fitness reports. This will not only result in a better understanding by employees as to their performance as seen by supervisors but will also provide management the necessary tools in selecting individuals for assignments, advancement, and properly planning for their career development.


JOHN F. BLAKE
Director of Logistics

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Distribution:
All SL Designees

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17 June 1974

REVISION OF LI 20-21

SUBJECT: Preparation of Fitness Reports

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2. As an effort to have supervisors provide more direct input into these ranking exercises and to make fitness reports more meaningful, rating officials will now be required to comment on the performance categories of our Competitive Evaluation Criteria listed below:

a. QUALITY/PERFORMANCE: The degree to which an individual completes assignments at a professional level with minimal supervision and within constraints of time, assets, information, etc.

b. SELF-EXPRESSION (WRITTEN AND/OR ORAL): The effectiveness of the individual in expressing himself orally and in writing.

c. USE OF SOUND JUDGMENT: The degree to which an individual, based on value judgment, makes ~~valid~~ ^{sound} recommendations and effective decisions.

d. EFFECTIVENESS IN INTERPERSONAL RELATIONSHIPS: The degree to which the individual successfully relates to, and works with, subordinates, peers, supervisors, and counterparts in other organizations.

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e. CREATIVITY: The degree to which the individual identifies, develops, and expresses innovative alternatives and solutions to problems.

f. WILLINGNESS TO ACCEPT RESPONSIBILITY: The readiness with which an individual identifies a need, organizes, devises, and undertakes action.

3. Effective with the publication of the new criteria, all rating officials preparing fitness reports on grades GS-07 and above must include specific comments about these six categories. If the rating official does not provide comments, the reviewing official should either return the fitness report for additional information or make appropriate statements regarding these categories ^{not} him/herself. Branch, staff, and division chiefs are requested to closely monitor compliance with this request and should, as part of their managerial responsibility, return fitness reports when specific information has not been included.

~~Francis J. Van Dam~~
Director of Logistics